

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42
43
44
45
46
47
48
49
50
51
52
53
54

**A Strategy Session Retreat of the
Brian Head Town Council
Hampton Inn - 1127 Zion Park Blvd. - Springdale, UT
MONDAY & TUESDAY, JANUARY 25 & 26, 2016 @ 9:00 AM
FISCAL YEAR 2017 STRATEGIC RETREAT**

MONDAY, JANUARY 25, 2016

A. WELCOME & CALL TO ORDER

Mayor Deutschlaner called the strategic retreat for the fiscal year 2017 to order at 9:10 am. Mayor Deutschlander welcomed the Council and staff to this year's retreat.

B. STRATEGIC PLANNING PROCESS

Bret Howser, Town Manager, explained the Council will be reviewing the goals for the strategic plan to determine whether the goals need to be adjusted for fiscal year 2017. Bret went on to explain that from this retreat, staff will prepare a draft strategic plan for FY 2017 for Council's review and approval. Staff will also be working on the budget figures for Council's review in April 2016.

1. Review Community Vision

Bret gave a brief history of the drafting of the Community Vision in which a focus group was created to identify what Brian Head is. Three areas were addressed: Economy, Culture and Environment in which goals were identified by Council which were turned into strategies and then created action steps which are identified in the strategic plan that is reviewed annually.

2. Review/Adjust Town Goals

Bret Howser, Town Manager, explained the town goals are split into three categories; economy, culture and environment. The Council then reviewed each goal with the following discussion:

Economy Goals:

a) Goal: Attract more visitors and return visitors: The town has participated in the marketing co-op for the past three years along with the resort, tourism bureau and hotels. The town should be creating a good experience while the guests are in Brian Head with a focus on the return visitor aspect.

b) Goal: Encourage local first spending among residents, 2nd homeowners, and guests: Council Member Calloway commented he believes the town is not adequately set up to encourage local spending and recommended this goal be deleted. **Consensus of the Council:** Eliminate this goal for local first spending.

Council Member Wilson suggested the town advertise the quality of its spring water since it is one of the best tasting water in the area. One idea would be to put it on the town's website or identify it in the town's advertising.

1 **New FY2017 Goal/Action Step: Come up with advertising the town's water.** Suggestion would be to
2 encourage the nightly rental businesses to assist in advertising the town's water instead of having their
3 guests bring their own bottled water. Council Member Freeberg suggested the town come up with a tag
4 line for the nightly rental businesses to use on their websites.

5 **c) Goal: Increase the quality and quantity of events year-round:** Bret explained the town is
6 currently struggling with events due to a lack of large spaces for events and infrastructure is needed such
7 as an indoor facility or large outdoor area. Another issue affecting events is the town does not have a
8 large enough offering of restaurants and retail for the events. Council Member Calloway suggested the
9 goal be modified to increase the support of local events. **Consensus of the Council:** Modify existing
10 goal to read: Support local events.

11 The ATV Rally was discussed as to whether the town should no longer support the ATV Rally event, but
12 to encourage the use of ATV trails within the town and surrounding trails. Mayor Deutschlander
13 suggested the town identify a different date for the ATV Rally instead of the 4th of July weekend in which
14 the event could have a smaller turnout, but could be more of a positive for the town. Tom Stratton, Public
15 Works Director, explained the town replaced the ATV Rally event with a fishing derby which is a lower
16 cost to the town.

17 Council Member Wilson stated he would like the town to use the pond area as a focal point for event and
18 the town should have a clear communication with the resort so there are no conflicts with competing
19 events.

20 Council Member Wilson inquired as to why the LDS Church services are still at the town hall instead of
21 the public safety building as directed by Council previously. Bret explained he believed the issue was the
22 chairs stacked in the Council's chambers. Staff met a with the Church leaders and came to a consensus
23 that the church could remain at the town hall but the chairs would be moved to the public safety building.
24 Council Member Bourne recommended the church services be moved to the public safety building.
25 Council Member Calloway suggested the town try this step first and then determine if the services should
26 be moved to the public safety building at a later time.

27 **d) Goal: Establish a business climate that is attractive to resort-complementary commercial**
28 **establishments:** Council Member Calloway suggested this goal be discussed along with the economic
29 development section of the agenda.

30 **Culture Goals:**

31 **a) Foster a stronger sense of community and well-informed public discourse:** Council Member
32 Freeberg commented he believes the town doesn't communicate effectively with the community and
33 suggested the town send out emails to the local residents on upcoming events happening in the town.
34 Bret explained the town is starting to use social media, but believes there is room for improvements to
35 communicate more effectively with the public. Council Member Wilson volunteered to take over the social
36 media aspect for the town such as the town's Facebook page. Council Member Bourne suggested the
37 town approach the Resort about a modest type of marquee for the town.

38 Council Member Calloway suggested the Council add a goal to Culture: Build a more livable/walkable
39 community by increasing the pedestrian friendly factor. Council Member Calloway suggested the town
40 work with Utah Department of Transportation (UDOT) on what the town's options are for identifying
41 improvements within the UDOT right-of-way along with talking to the guests as to why they are walking
42 along the highway instead of utilizing the town's walking trail. Tom Stratton, Public Works Director,
43 explained if the Council wants the public to utilize the walking trail, then he would suggest the town pave
44 the trail and road milling could be used for a hard surface for the walking trail. Council Member Calloway
45 also suggested staff work with Parowan City on their walking trail from Parowan coming up highway 143.

1 **b) Goal: Engage the community with activities that build unity:** No discussion was held on this
2 goal.

3 **Environmental Goals:**

4 **a) Maintain emphasis on and protect the natural environment:**

5 **b) Guide growth of the built environment to be consistent with the General Plan.**

6 **c) Expand and improve the trail systems:** Council Member Freeberg commented the town trails should
7 be marked more than they have been. Bret reported he will put some thought into this in order to be consistent with
8 other agencies. Council Member Wilson stated a growth management plan should be considered by the Council.
9

10 **d) Improve the first impression of Brian Head:** Council Member Calloway commented the town needs
11 to review the General Plan map in which the Cedar Breaks Lodge maintenance yard was originally zoned
12 as general commercial and was rezoned as light industrial. Council Member Freeberg commented the
13 Rocky Mountain Power substation and Cedar Breaks Lodge maintenance yard is not attractive and
14 affects the first impression for guests coming to Brian Head. Bret reported he will contact Cedar Breaks
15 Lodge regarding the maintenance yard and what can be done to improve it visually for the public.

16 **Council Member Calloway suggested an action step to use volunteer labor from Hunter Ridge to**
17 **Aspen Drive to remove the deadfall trees and clean the trail area.** Chief Benson explained he will
18 identify this area as a fire mitigation project for the department.
19

20 **3. Strategy & Action Steps Progress Report**

21 **Public Safety Strategies:**

- 22
- 23 • Council Member Freeberg suggested the department educate the public on ATV 's and side-by-sides
 - 24 in the town by distributing safety brochures on ATV safety using the department's side-by-side.
 - 25 • Chief Benson distributed a report on statistical data for the number of calls each officer has taken in a
 - 26 comparison of Cedar City Police Department and Brian Head's Police Department. Cedar City has
 - 27 approximately 30+ officers vs the 4 full-time and 3 part-time officers the town currently has (see
 - 28 attached).
 - 29 • The department will increase their efforts on educating the public on snowmobile rules and
 - 30 regulations.
 - 31 • The department continues to look for individuals who could qualify as an engine boss for wildland
 - 32 fires.
 - 33 • Fire hydrants: Chief Benson reported there are approximately 30 fire hydrants that are privately
 - 34 owned in the town. The department checks the private hydrants. Chief Benson explained the area
 - 35 located between Forest Drive and Steam Engine Meadows subdivision needs to increase in the
 - 36 number of fire hydrants and several of the waterlines dead end and are not looped into the system.
 - 37 • Fire mitigation project: The department will focus on extending the fire mitigation project below Circle
 - 38 Drive and along Aspen Drive for this next summer/fall season. The department will partner with the
 - 39 state and staff is working with Mr. Grissinger on his private property into the 1600 acres.
40

41 **Public Works Strategies**

- 42
- 43 • The department has started fire training for structure fire and attends a class weekly. The fire
 - 44 department is training the public works crew.
 - 45 • Street improvements have continued. The department has applied rotomill on Forest Drive this
 - 46 last summer season.
 - 47 • Discussion on crack sealing for the roads. The Council discussed the option of outsourcing the
 - 48 crack sealing vs. purchasing the equipment and completing the crack sealing in-house. Tom
 - 49 explained it is a labor intensive job and the largest cost would be in personnel. Staff currently has
 - 50 quotes on new and used pots and will work on a quote for material. Council Member Wilson
 - 51 requested staff complete an analysis to determine the feasibility of whether the town should
52

1 outsource or do it in-house. Staff will complete analysis and report back to Council. Tom
 2 suggested the town consider some of the project be outsourced along with doing it in-house since
 3 the town is far behind in the maintenance of the roads.

- 4 • Snow Removal: The department has experienced several equipment maintenance issues this
 5 year. The sander on the dump truck was scheduled to be painted this budget year, but due to the
 6 condition of the sander, it may need to be replaced.
- 7 • Parks & Recreation: Kiosks have been identified around the pond area for the public. Council
 8 Member Freeberg suggested the town consider flooding the pavilion area to create an ice skating
 9 rink if the town is serious about having an ice skating rink.
- 10 • Park Master Plan has been reviewed by the Planning Commission and Council Member Freeberg
 11 commented he has spoken to John Grissinger, Brian Head Resort on a possible purchase for
 12 HDPT pipe the resort currently has and would consider selling it to the town for a sprinkler system
 13 around the pond. Tom stated the department has identified "Green in 16" as the new slogan for
 14 the pond area improvements.
- 15 • Water Department: Tom reported the completion of the dedicated waterline will be completed in
 16 Spring 2016.
- 17 • Bret explained the town has experienced six water leaks recently due to the age of the water
 18 system and the leaks are happening more frequently.
- 19 • Vasels Road project: Bret explained staff will present Council with a revised development
 20 agreement. Currently the town is committed to a certain route going through trees and rocks up a
 21 hillside. A proposal has been discussed about the town installing a sewer line along with the
 22 waterline in the roadway instead and the cost would be comparable if the town were to stay with
 23 the original route of going through the trees and rocks with a waterline. Bret explained he is
 24 unsure why the amendment to the development agreement identified this certain route.
- 25 • Solid Waste: Tom reported recycling has taken a back seat to the regular garbage collection.
 26 There is no facility in Cedar for recycling and the town currently takes a load of cardboard to St.
 27 George when the truck is full. Council Member Freeberg suggested the town replace the
 28 dumpster on Forest Drive with a dumpster that has a side door. Tom reported the department will
 29 replace approximately eight dumpsters a year.

30 Administration Strategies

- 33 • Front desk operations: The town is saving money on this position with two part-time Guest Service
 34 Representatives. The hours are from 9:00 to 4:30.
- 35 • Community event: The town wants to add a second event. The fall appreciation day didn't work out as
 36 intended and staff will continue to focus on another event. Council Member Wilson recommended the
 37 event be a day in which everyone gets together and not a town/resort event. Mayor Deutsclander
 38 commented if any event the resort does where they are using town funds, their advertisement should also
 39 identify the town's logo and show they are working in cooperation with the town.
- 40 • Building Inspections: The town is contracting the building inspection process out to the County Building
 41 department and the agreements are in place.
- 42 • Grants: Cecilia and Tom have been teaming up on some of the grant presentations for the town. The
 43 staff will be getting some additional training as part of an action step.
- 44 • Cecilia has been awarded the Distinguished Budget Award Presentation from Government Finance
 45 Officers Association.
- 46 • Staff will update the compensation plan which was created two years ago. The plan was used last years
 47 in determining merit increases. Staff will use the same philosophy in updating the data.

48 4. Performance Indicators Update

49 Council did not address this agenda item.

50 C. BREAK FOR LUNCH

1
2 Council recessed the strategic retreat session from 12:30 pm to 1:15 pm for lunch.
3
4

5 **D. FOCUSED DISCUSSION OF FY2017 STRATEGIC PLAN**
6

7 **1. Economic Development Strategies**
8

9 **Events and Visitor Retention:** Bret explained this item is broken down into categories:
10

- 11 • Regional advertising in which the town would assist in paying for regional marketing, one new item last
12 year was the event start-up grant and the resort received \$10,000 for an event. The intent of the policy is
13 to assist the event the first year and the second year the event would receive less money and the third
14 year they would not receive any assistance from the town on the event.
- 15 • Business retention and attraction: Bret explained he received some training prior to coming to Brian
16 Head. The idea is to bring customers by building infrastructure and using marketing co-op to bring
17 customers in. The town has a need to provide transportation and parking.
- 18 • Chamber of Commerce: The town has taken an effort to get the Chamber of Commerce going again, but
19 there are not enough businesses in town to support a Chamber.
- 20 • Village Core Development: Council Member Freeberg suggested staff draft a conceptual drawing for a
21 potential development to come and develop the Village Core area. Council Member Calloway
22 commented the town would need to decide what it would be willing to give up such as waiving impact
23 fees. Bret suggested some other incentives such as: i) that any new property taxes that are generated
24 off the property could be reinvested in a couple of ways: ii) infrastructure such as parking iii) restrooms iv)
25 There are sales taxes that are generated on it and the tow could rebate part of the sales taxes. Bret
26 explained he would not recommend the last option since the town would have to provide services.
27 Council Member Calloway suggested the town put together a package for a potential developer and the
28 package be online looking for a potential developer. Council Member Freeberg suggested the town look
29 at giving the developer some incentives to build the development.
- 30 • Visitor Center support: the town will continue to maintain the visitor center.
- 31 • Visitbrianhead website: Bret explained there is \$10,000 identified in the budget for an Event Coordinator.
32 Bret reported the town will eliminate the Event Coordinator position and hire a part-time position to
33 manage the website.
- 34 • Council Member Calloway recommended the town consider renting a summer event tent. Council
35 Member Wilson suggested the town work with the resort on a purchase of a tent in which the town
36 contributes towards the purchase.
- 37 • Council discussed a resort incentive fund of \$24,000 which could be used towards fireworks, skier bridge
38 maintenance and the event tents and then the event grants for the resort would be discontinued. This
39 would be in addition to the marketing grant the town contributes towards annually.
40

41 Council recessed the meeting for a 15 minute break at 2:45 pm. The meeting was reconvened at 3:00 pm.
42

43 **2. Shuttle Service**
44

45 Bret Howser, Town Manager, explained the town has been experiencing some minor issues with the new shuttle
46 company, St. George Shuttle. One main issue has been the drivers not staying to the designated routes. The
47 town has received complaints from the public and business owners on the delay with the dispatch center and long
48 waits time for the shuttle pick-up.
49

50 The Council discussed the following:

- 51 • One issue has been the on-call service in which the drivers are doing a door-to-door service for tips.
- 52 • Bret suggested the Council consider a double loop system in which the on-call service would be
53 discontinued and the shuttle will stay on a designated route. One route would be the north end of Brian
54 Head and the other would be a south loop.

- 1 • If the Council were to decide to use the loop system, then there would need to be consideration in the
- 2 future for the installation of bus shelters on the routes.
- 3 • Another option for Council to consider is if they are interested in bringing the shuttle service in-house.
- 4 One issue would be finding drivers, but would be a cost savings to the town. Council Member Wilson
- 5 commented he would like to give St. George Shuttle one more year to resolve the issues before the town
- 6 considers going in-house.
- 7 • Bret explained one benefit to running the service in-house would give the town the ability to run the transit
- 8 service during the summer when needed.
- 9 • The town needs to call the “shuttle fee” the Retail Business License Fee or Enhanced Service Fee
- 10 instead.
- 11 • **Consensus of the Council:** Will adjust the shuttle service to accommodate the double loop system with
- 12 four vans (two vans running each loop (North/South). The on-call service will be discontinued for the
- 13 remainder of the season and staff will change out all shuttle signs. The new route will take effect by
- 14 President’s weekend.
- 15 • Council will delay the decision on whether to bring the shuttle system in-house.

16
17
18 **E. OPEN DISCUSSION OF FY2017 STRATEGIC PLAN**

19
20 **1. Council strategy/action step proposals**

- 21 • Brochure distribution issue: Council Member Calloway commented the town needs to be
- 22 consistent with the distribution of brochures throughout the town. Staff will work to improve the
- 23 distribution of the system by contacting the property managers and businesses to see what
- 24 brochures they want.
- 25 • Snow removal plan. Council Member Calloway explained this item was mentioned because of
- 26 the parking on the streets from the nightly rental businesses. Chief Benson explained the town
- 27 currently has a parking code and the town will enforce the code.
- 28 • Bristlecone Pond landscaping: There is a master plan for the pond area which includes the
- 29 construction of a volleyball pit, sod by the restroom area and along the south side of the pavilion.
- 30 Council Member Calloway commented he would like to see the volleyball court be addressed
- 31 before the installation of the sod in an effort to save the sod from being destroyed during the
- 32 construction of the volleyball pit. Council Member Calloway went on to comment he would also
- 33 like to have the annual roaming of the cattle through town under control before the installation of
- 34 the sod also. Chief Benson responded the Council could write a letter expressing the town’s
- 35 wishes in keeping the cows out of the town. Bret will draft a letter for Council’s review.

36
37
38 **Motion:** Council Member Calloway moved to recess the strategic retreat until tomorrow, January 26, 2016

39 at 9:00 am. Council Member Freeberg seconded the motion.

40 **Action:** **Motion carried 5-0-0 (summary: Yes: 5 Vote: Yes:** Council Member Wilson, Council Member

41 Calloway, Council Member Bourne, Council Member Freeberg, Mayor Deutschlander).

42
43
44
45 **TUESDAY, JANUARY 26, 2016**

46
47 The Strategic retreat was reconvened at 9:00 am.

48
49
50 **A. INTEGRATING MASTER PLANS INTO THE STRATEGIC PLAN**

51
52 **1. Review existing master plans**

53
54 **a) Streets Master Plan**

1
2 Council Member Calloway requested an updated version of the streets master plan which includes some
3 streets that were left off in the original master plan. Staff will follow up.
4

- 5 • Hunter Ridge Road is identified in three phases: Phase 1 is one to three years and is the section of road
6 from hwy. 143 up past the Grand Lodge. Phase 2 is three to five years and includes the Trails @ Navajo
7 subdivision. Phase 3 is ten to fifteen years out and includes the upper portion of Hunter Ridge Road in
8 which there are currently seven cabins located on the road. This section of road would be the greatest
9 expense.
- 10 • Aspen Drive is a potential major collector road.
- 11 • Steam Engine Drive has one phase associated with it. Staff has considered breaking it up into two
12 phases in which phase one would be Steam Engine Drive and would be one to three years out and a cost
13 of \$150,000. Phase 2 would be from Kodiak going east and would be 3 to five years out.
- 14 • Village Way is not identified in the master transportation plan, nor is Vasels road. There is an option to
15 use Redevelopment funds along with development for improvement on these roads and would be one
16 phase of one to three years out.
- 17 • Council Member Calloway inquired as to the sewer line issue on Village Way and whether this issue can
18 wait for development to happen. Tom responded the town is aware of the issues on Village Way.
- 19 • Ridgeview Street would be identified in three phases: Phase 1 is one to two years out and at a cost of
20 \$176,000. Phase 2 is two to five years out at a cost of \$265,000 and Phase 3 is five to seven years out at
21 a cost of \$360,000. There is an estimated cost for Eagles Roost of \$30,000 and an estimated cost of
22 \$30,000 for Pinehurst. (see attached spreadsheet).
- 23 • Vasels Road is identified for one to three years at an estimated cost of \$15,000 for patching asphalt and
24 drainage repairs.
- 25 • Tom distributed a spreadsheet showing the maintenance and rebuilding of the roads (see attached). Tom
26 explained the total for all street improvements is \$3,024,500 over a fifteen year period which is
27 approximately \$200,000 annually the town would need to identify. There is also \$69,000 for maintenance
28 annually and the crack sealing would be done approximately every two years for each road.
29

30 **b) Trails Master Plan**

31
32 Bret explained the trails master plan identifies trails the town will market and lists the eight trails giving basic
33 information on each trail.
34

- 35 • Town walking trail: Staff will research the cost for paving the walking trail and also look for grants for
36 funding options.
- 37 • Trailheads will be located at Bearflat/Sugar Loaf, Burt's Road and Aspen Drive.
- 38 • The town has received signs from the Patchwork Parkway for the trail system and staff has installed some
39 of the signs on the town walking trail and Alpine Creek.
- 40 • The town is looking to install a full kiosk with water going to it along with parking. Staff is looking for grant
41 funding and will need to work with private property owners to obtain licenses.
- 42 • The town will look at interpretive signs in the future after the trailheads have been established.
43

44 **c) Pond Master Plan**

- 45
46 • The total cost for the landscaping of the pond is approximately \$300,000 which includes parking and
47 restrooms. The restroom was not a top priority, but the resort may want to partner with the town in which
48 the town would build the restroom and the resort would maintain it. There would need to be more
49 discussion with the resort on the location of the restroom.
- 50 • Bret commented if a restroom is built it should be done in conjunction with a development and the town
51 should use Redevelopment funds to build it.
- 52 • Cost without the restroom identified in the plan would be less than \$200,000.
- 53 • Council Member Calloway inquired if the Land Management Code would need to be amended to allow
54 parking to back out onto the streets. Bret explained they are considering angle parking along Vasels
55 Road adjacent to the pond.

1
2
3
4
5
6
7
8
9
10

d) Utility CFP's

- The Council will be reviewing the utility fees at a future date.

11
12
13
14
15
16
17
18
19
20
21
22
23
24
25
26
27
28
29
30
31
32
33
34
35
36
37
38
39
40
41
42

2. Upcoming master plans

a) Meadow Master Plan

Bret explained the Meadow Committee will be reviewing a concept of a Brian Head Meadow Preserve instead of a third party conservation easement. There would be a sign identifying it as a meadow preservation area and parking would be identified along Village Way near the Bearflat well house. Some other amenities would be installing picnic tables and kiosk interpretative signage identifying the history of the meadow. There has also been discussion on installing a boardwalk trail going through the meadow. Staff will continue to seek grant funding for these projects.

b) Asset Management Plan

- Bret explained this would be a plan identifying the replacement of the town assets that are needed to operate such as computers, phone systems, vehicles, etc. (see attached spreadsheet).
- Bret explained some of the items may be funding, but there could potentially be a gap of approximately \$25,000 to \$50,000 annually.
- Council Member Wilson suggested the town present a budget awareness day for the public by providing a lunch and an explanation of how the budget process works.

c) Storm Drain Master Plan

- Bret explained the town has not identified a storm drain master plan, but will need to in the near future. To draft a plan would cost approximately \$20,000 to \$30,000.
- One option for Council to consider would be identifying a fee such as one-tenth of the water fee in order to finance the plan.
- Bret explained another option for funding would be to consider a bond election to determine if the Council wants to proceed with a storm drainage plan.
- Tom explained the storm drains should be done in concert with the street improvements.
- Council Member Calloway commented he would like to have the roads broken down into phases and have the funds in place before the town begins a street master plan.

3. Discussion of prioritization and commitment to master plans

Priorities of Master Plan

The Council identified the following master plans according to their priority: The first three are their top priorities.

- 45
46
47
48
49
50
51
52
- 1) Streets/Utilities / Storm Drainage: Council directed staff to move forward with a storm drainage master plan. Staff will acquire a cost and will be a priority under the streets/utilities.
 - 2) Bristlecone Pond Improvements
 - 3) Asset Management Plan
 - 4) Trails
 - 5) Meadow

53
54

B. BREAK FOR LUNCH

1 The Council recessed the strategic retreat for lunch at 12:45 until 1:00 pm
 2
 3

4 **C. FUNDING MASTER PLANS**
 5

6 **1. Budget Cuts**
 7

8 Bret categorized potential funding options for the Council to consider. Bret referred to the staff report for
 9 this item (see attached).
 10

11 **a) Staffing Levels**
 12

- 13 • Bret explained that in the past two years, the town has reduced from 15 to 13 full-time personnel and the
 14 town is running as lean as possible on its personnel for its current level of operation.
- 15 • Public Safety could convert some of its part-time officers to full-time, but the ability to attract and retain the
 16 officers would be difficult since they are trained in fire, and ems as well as law enforcement.
- 17 • The public safety department has gone to a train the trainer concept in which if losing any of these
 18 individuals would negatively impact the department due to the different disciplines.
- 19 • Council Member Wilson commented he would like to see the town hire a building inspector and public
 20 works person.
- 21 • Council explained there is strong support for another full-time public safety position if the town has the
 22 funding for it.
- 23 • Discussion on whether the public works department should identify another full-time employee if the
 24 department will be completing more in-house projects. Council Member Freeberg suggested staff
 25 research the cost savings for the town if public works are doing in-house projects for the town.
 26

27 **b) Contracting vs. In-house**
 28

- 29 • **Crack sealing:** Staff will evaluate the cost of purchasing the equipment and bring back to Council for
 30 consideration.
- 31 • **Shuttle Services:** The town will continue with St. George Shuttle for one more year and then review
 32 whether the service should be brought in-house.
- 33 • Whether public safety services should be contracted out: Bret explained there has been some discussion
 34 of possibly outsourcing the public safety for the town. Bret recommended the Council not consider this
 35 idea since it would be counterproductive. The town will not outsource the public safety services.
- 36 • **Summer trail crew:** Council Member Calloway commented there is an image the town residents have
 37 regarding the trail crew in which there have been several complaints there is very little done on the town
 38 trails and would like to see more production out of the trail crew. Residents see the trail crew driving
 39 around town most of the day but not a lot is done to improve the trail system. Council Member Freeberg
 40 suggested calling the summer trail crew something else since they also assist the public works crew on
 41 other projects.
- 42 • Council Member Freeberg reported the **ATV trail** from Steam Engine Drive to Apple Annies is in disrepair
 43 and believes it a negative image for Brian Head.
- 44 • **Event Coordinator position** will be eliminated in the next budget year. There will be a part-time position
 45 that will maintain the website.
- 46 • **Code Enforcement:** Council Member Calloway stated he would like to see more done on code
 47 enforcement in the town. Chief Benson responded that Officer Jeff Morgan works code enforcement for
 48 the town and coordinates with the public works assistant to address the issues. Chief Benson went on to
 49 explain the public safety officer on duty will also be watching for code violations.
- 50 • Council Member Wilson commented he would like to see why the public doesn't attend the Council
 51 meetings and to try and remedy the issue to bring the public up to speed as to what is happening in the
 52 town.
- 53 • Council Member Calloway commented he sees everyone who is doing the most amount of work with the
 54 least amount of time and appreciates the efforts of the staff.
 55

c) Ineffective/Undesired programs

Bret explained the town's budget is a zero based budgeting approach which has helped in keeping the budget lean. There is contingency in the budget and would encourage the Council to review the monthly budget reports which identifies the strategies. If the Council sees anything in the budget they believe is not necessarily needed the budget, to please let the staff know.

d) Waste

The Council addressed this issue in the above agenda items.

2. Grants

Dave Demas, Five County Association of Government (5CAOG) gave a presentation on how state transportation funding works and what the town could expect. The program is called State Transpiration Improvement Program (STIP). Mr. Demas distributed a handout on the program (see attached) along with other agencies grant funding programs: Some of the topics Mr. Demas discussed were:

- The need for the town to get classified as a functional road through Utah Department of Transportation (UDOT) which needs to be submitted and accepted by UDOT, which is the first step for the town.
- There are grants available that would help with major collector roads but are not easily attainable from UDOT.
- Joint Highway Committee Fund is a way to submit for grant funding. Their meeting for 2017 is scheduled within the near future and would be beneficial to the town. There is a match that is required and they only allow one project at a time and that project must be completed before the town could apply for another grant.
- There is an extensive application process for the STIP grant that is usually drafted by the engineers. Once the application is submitted the committee will meet to rank the projects according to priority.
- TAP Funds: Brian Head has applied for TAP funds and can use them for trails, alternative transportation. This could also be an opportunity for the town to submit an application. It is typically a 80-20 match and not a large amount of funding is available.
- Community Impact Board (CIB): The funding is getting more difficult to access and the changes of getting a grant are becoming less. The best chance for CIB funding is to provide matching funds. They will fund roadway construction also.
- Special Assessment Area: This is a tool the town can utilize in infrastructure improvements. The funds cannot be used for maintenance.
- Utility transportation funds: Santa Clara has implemented a small fee for their infrastructure for their storm drainage issues.
- Transportation taxes: The town currently has a .3% municipal highway tax which is assessed.
- There are grants in which engineers should be completing since engineers speak the same language. Some suggested engineering firms which specialize in grant applications are Sunrise Engineering, Horrocks Engineering, Lockner Engineering and Jones/Demill Engineering for a few companies.
- Staff will work to get in on the STIP project list.
- Cecilia Johnson, Town Treasurer, distributed the FLAP grant program requirements (see attached). This grant would be beneficial for projects such as parking around the pond area and possibly vegetation projects.
- The town also receives grants for fire and police equipment.
- Tourism/Event Funding: Bret explained funding for tourism and events are becoming more difficult to acquire.
- Chief Benson explained the town is working on more fire mitigation funding, but thanks to Senator Vickers, Brian Head has been put on the map for continuous funding.
- Tom Stratton reported that National Resource Conservation (NCRS) could be a potential resource for funding the storm drainage plan.

3. Tax/Fee Levels

1 Bret explained the following are where the majority of revenue the town receives comes from:

- 2 • Property Taxes: Bret explained property taxes don't grow with expenditures but inflation continues to
- 3 grow. The general fund expenditures have increased over the years and the town reduced property taxes
- 4 last year which affected the general fund.
- 5 • Fees: Bret recommended the Council avoid a street fee, but possible consider a storm drainage fee if the
- 6 town decides to implement a storm drainage plan.
- 7 • Redevelopment Agency tax increment: This would be associated with development.

8

9 **4. Debt/Bonding**

10 Bret reported he believes the town can identify a "pay as you go" for the town projects, but an option
11 could also be bonding for a project if needed. Council Member Freeberg commented the town may want
12 to review the inflationary factor if the town is saving for 20 years for a project vs. the cost of bonding.

13
14
15 **Streets Master Plan:** Bret explained the town currently is identifying \$60,000 to \$75,000 annually for
16 the maintenance of the town streets. The town could identify Redevelopment funding to cover the streets
17 master plan at a cost of \$30,000 and would also be looking for approximately \$20,000 to \$30,000
18 additional funds to cover the cost of the street master plan improvements. The town would set aside
19 \$200,000 annually for the streets.

20
21 **Storm Drainage:** The town will need to draft the master pan and an option would be to consider a fee
22 from the utility users.

23
24 **Pond and Asset Management Plans:** Bret explained these are typically a one-time expense and the
25 town could identify general fund and some Redevelopment funds for these plans. Council Member
26 Freeberg stated he concerns that the RDA funds are not just spent but are tagged to do something that is
27 necessary.

28
29 **Meadow & Trail Master Plans:** The staff will continue to search for grant funding for the trails and
30 meadow.

31
32 **Marketing Plan:** Bret explained the town could identify \$8,000 for a marketing plan. Iron County Tourism
33 Bureau will contribute along with the resort for the marketing plan. This could put Brian Head on the page as
34 to what the general marketing approach is and would be a one-time expense.

- 35
- 36 • Council Member Wilson commented he believes the pond should be the first priority for the town this year
- 37 and would not want to see funding cut on this project.
- 38
- 39 • Council Member Calloway stated he would like to see the town straighten out the issues with the
- 40 Chamber and possibly apply their remaining funding towards the website maintenance. Bret will address
- 41 the issue.

42

43 **D. ADJOURNMENT**

44
45 **Motion:** Council Member Calloway moved to adjourn the fiscal year 2017 Strategic Retreat. Council
46 Member Wilson seconded the motion.

47 **Action:** **Motion carried 5-0-0 (summary: Yes: 5 Vote: Yes: Council Member Freeberg, Council**
48 **Member Borne, Council Member Wilson, Council Member Calloway, Mayor Deutschlander)**

49
50 The strategic retreat was adjourned at 2:20 pm.

51
52 March 8, 2016
53 Date Approved

54
55
56 _____
Nancy Leigh, Town Clerk